

Bureau of the Fiscal Service

FY 2014

President's Budget

Table of Contents

Section 1 – Purpose	3
1A – Mission Statement.....	3
1.1 – Appropriations Detail Table.....	3
1B – Vision, Priorities and Context	3
FY 2013 Priorities.....	5
Section 2 – Budget Adjustments and Appropriation Language	8
2.1 – Budget Adjustments Table.....	8
2A – Budget Increases and Decreases Description	8
2.2 – Operating Levels Table.....	12
2B – Appropriations Language and Explanation of Changes	13
2B – Permanent, Indefinite Appropriations	13
2C – Legislative Proposals.....	14
Section 3 – Budget and Performance Plan	17
3A – Collections	17
3.1.1 – Collections Budget and Performance Plan.....	18
3B – Debt Collection	18
3.1.2 – Debt Collection Budget and Performance Plan.....	19
3C – Do Not Pay Business Center	20
3.1.3 – Do Not Pay Business Center Budget and Performance Plan	21
3D – Government Agency Investment Services	21
3.1.4 – Government Agency Investment Services Budget and Performance Plan.....	22
3E – Government-wide Accounting and Reporting	22
3.1.5 – Government-wide Accounting and Reporting Budget and Performance Plan.....	24
3F – Payments.....	24
3.1.6 – Payments Budget and Performance Plan	26
3G – Retail Securities Services.....	27
3.1.7 – Retail Securities Services Budget and Performance Plan	28
3H – Summary Debt Accounting.....	29
3.1.8 – Summary Debt Accounting Budget and Performance Plan	30
3I – Wholesale Securities Services	30
3.1.9 – Wholesale Securities Services Budget and Performance Plan.....	31
Section 4 – Supplemental Information	32
4A – Summary of Capital Investments	32
4B – Historical Tables	33
Table 4.1 – Appropriations Detail Table (BPD)	33
Table 4.2 – Appropriations Detail Table (FMS).....	33
Table 4.3 – Operating Levels Table (BPD)	34
Table 4.4 – Operating Levels Table (FMS).....	35

Section 1 – Purpose

1A – Mission Statement

Promote the financial integrity and operational efficiency of the U.S. Government through exceptional accounting, borrowing, collections, payments, and shared services.

1.1 – Appropriations Detail Table

Dollars in Thousands

Fiscal Service Resources	FY 2012		FY 2013		FY 2014		FY 2012 to FY 2014			
	Enacted		Annualized		Request		\$ Change		% Change	
	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
New Appropriated Resources:										
Collections	121	21,166	117	21,231	108	21,531	(13)	365	-10.66%	1.72%
Do Not Pay Business Center	7	10,000	7	10,061	7	5,000	0	(5,000)	0.00%	-50.00%
Government Agency Investment Services	83	15,419	76	15,513	65	13,704	(18)	(1,715)	-21.69%	-11.12%
Government-wide Accounting and Reporting	342	64,374	333	64,568	308	65,486	(34)	1,112	-10.09%	1.73%
Payments	677	132,265	660	133,339	525	126,636	(152)	(5,629)	-22.39%	-4.26%
Retail Securities Services	676	116,260	605	116,973	528	100,789	(148)	(15,471)	-21.89%	-13.31%
Summary Debt Accounting	47	8,836	43	8,890	37	4,737	(10)	(4,099)	-21.28%	-46.39%
Wholesale Securities Services	124	23,120	113	23,261	98	22,282	(26)	(838)	-20.97%	-3.62%
Subtotal New Appropriated Resources	2,077	\$391,440	1,954	\$393,836	1,676	\$360,165	(401)	(\$31,275)	-19.31%	-7.99%
Other Resources:										
Reimbursables	561	254,746	619	247,551	714	239,342	153	(15,404)	27.27%	-6.05%
Unobligated Balances from Prior Years	0	4,000	0	2,000	0	4,903	0	903	NA	22.58%
Subtotal Other Resources	561	\$258,746	619	\$249,551	714	\$244,245	153	(\$14,501)	27.27%	-5.60%
Total Budgetary Resources	2,638	\$650,186	2,573	\$643,387	2,390	\$604,410	(248)	(\$45,776)	-9.40%	-7.04%

* In FY 2012 and FY 2013 FMS and BPD resources were managed separately. FMS direct programs include: Collections, Payments, and Government-wide Accounting and Reporting. BPD programs include: Do Not Pay Business Center, Government Agency Investment Services, Retail Securities Services, Summary Debt Accounting, and Wholesale Securities Services.

* Total Appropriated Resources in FY 2012 and FY 2013 include \$8 million, and \$1 million in projected Legacy Treasury Direct User Fee collections, respectively.

* A portion of the Reimbursable/Fee FTE is funded by fee revenue as authorized by the Debt Collection Improvement Act (DCIA) of 1996.

*The FY 2014 FTE request reflects an additional 18 FTE for FIT and Government-wide Transparency office that is not in MAX.

1B – Vision, Priorities and Context

As in the FY 2013 President’s Budget, Treasury proposes to merge the appropriation accounts for the Bureau of the Public Debt (BPD) and the Financial Management Service (FMS) into a single Bureau of the Fiscal Service (Fiscal Service) account to improve the efficiency and effectiveness of Treasury’s financial management operations. We are operating and accounting for expenditures under the existing FMS and BPD accounts pending Congressional action on this request. The vision for the Fiscal Service is to transform the way the government manages its finances and delivers shared services. Through its consolidation effort, the Fiscal Service will introduce a level of efficiency, transparency, and accountability. The organization plans to improve financial management and shared service delivery through efficient and effective operations by utilizing a best practices approach gained from consolidation efforts.

Fiscal Service plays a key role in supporting the Department of the Treasury's fifth strategic goal of *Managing the Government's Finances in a Fiscally Responsible Manner*. The organization collects money due to the United States, disburses its payments, and performs central accounting functions. Additionally, Fiscal Service borrows the money needed to operate the Federal Government and accounts for the resulting debt. The bureau has also contributed towards Treasury's Priority Goal of increasing electronic transactions with the public through its Paperless Treasury Initiative. This includes increasing electronic payments, requiring businesses to pay their taxes via electronic Federal Tax Deposit (FTD) coupon payments, and eliminating the sale of paper savings bonds.

In carrying out its mission, the Fiscal Service's operations are divided into nine budget activities:

- Collections;
- Debt Collection;
- Do Not Pay Business Center (prevent and reduce improper payments);
- Government Agency Investment Services;
- Government-wide Accounting and Reporting;
- Payments;
- Retail Securities Services;
- Summary Debt Accounting; and
- Wholesale Securities Services.

FY 2012 Accomplishments

The Fiscal Service significantly contributed to Treasury's priority goal to "*increase electronic transactions with the public to improve service, prevent fraud, and reduce costs.*" Significant progress was made by increasing electronic payments, eliminating FTD coupons, requiring certain businesses to pay their taxes electronically, and eliminating paper payroll savings bonds. The Fiscal Service also took steps to end the issuance of all paper savings bonds sold over-the-counter at financial institutions and through mailed applications in FY 2012. The total Departmental savings from the Paperless Treasury initiative is estimated to be over \$500 million dollars from FY 2011 to FY 2015 of which over \$410 million is attributed to the Fiscal Service.

The Fiscal Service successfully closed a third data center, as planned, which finalized this phase of the Fiscal IT initiative, allowing for the consolidation of collective IT infrastructures and the integration of common IT services for the organization. This initiative helped achieve the Secretary's objective of increasing the utilization and efficiency of combined IT assets while reducing technology costs, which is in alignment with the Office of Management and Budget's (OMB) Data Center Consolidation Directive (M-10-19). Additionally, the conversion of the Austin Financial Center to a Debt Collection Center provided the opportunity to expand its delinquent debt activity by targeting more of the delinquent debt referred to FMS for collection.

In addition, Fiscal Service accomplished the following in FY 2012:

- Provided accounting expertise in support of debt ceiling negotiations;
- Developed a high-level organizational structure for the implementation of the consolidation of FMS and BPD;
- Ended the sale of over-the-counter savings bonds;
- Implemented the Do Not Pay (DNP) Portal and Data Analytics Services;

- Conducted 260 auctions resulting in the issuance of \$7.7 trillion in marketable securities
- Oversaw daily cash flow in excess of \$89 billion;
- Produced the Financial Report of the U.S. Government on time;
- Issued the Daily and Monthly Treasury Statements on time;
- As of September 30 2012, disbursed over \$2.4 trillion in non-defense payments to more than 100 million people;
- Collected over \$3.06 trillion in government receipts of which over \$2.94 trillion was collected electronically (\$2.04 via the Electronic Federal Tax Payment System), and
- Collected \$6.17 billion in delinquent debt, which includes \$2.31 billion in past due child support debt.

FY 2013 Priorities

The Fiscal Service has taken aggressive action toward system modernization, productivity enhancements, and cost containment in order to absorb reductions to its budget and reflect a strong commitment to fiscal stewardship of taxpayers' funding. In FY 2013, Fiscal Service is focusing on the following priorities:

- Begin combining the administrative functions of BPD and FMS while maintaining a high degree of operational excellence in order to improve efficiency, and performance, reduce staff and costs, and position the organization for the continuing change;
- Continue to support Treasury's Paperless initiative; by March 1st all existing beneficiaries receiving checks were required to receive payment electronically;
- The Emeryville Finance Center will be closed in the fiscal year, which will reduce the number of payment processing centers from three to two;
- Establish DNP Business Center for verifying eligibility and employing fraud detection tools and data analytics to reduce improper payments;
- Continue implementing management and administrative reforms through additional offsets to increase the collection of delinquent debt by an estimated \$2.9 billion over ten years,
- The Wholesale Securities Services (WSS) Program will guarantee operational readiness by employing the latest technology and software to meet the Government's critical financing needs at the lowest possible cost over time;
- The Collections and Cash Management Modernization (CCMM) initiative will be fully implemented;
- Central Accounting and Reporting System (CARS) will modernize critical functions of the Government's central accounting system by replacing the STAR legacy accounting system,
- The Summary Debt Accounting (SDA) Program will continue to improve, and modernize the clarity, usefulness, and availability of Federal debt information;
- The Retail Securities Services (RSS) Program will remain committed to delivering high-quality customer service while selling marketable and savings securities directly to retail investors. This will be accomplished by consolidating printing and outbound mailing, implementing intelligent bar-coding on outgoing correspondence, and starting to digitize microfilm records of the most frequently searched definitive securities;
- Develop a retirement savings security to continue providing simple, safe, and affordable ways for Americans to save;
- The Government Agency Investment Services (GAIS) Program will maintain strong controls for GAIS while allowing for customers to more effectively manage their investments and allow them to provide feedback for potential improvements through a customer survey; and

- Modernize payment applications used to disburse over 1.1 billion Federal payments annually with a total dollar value of nearly \$2.4 trillion.

FY 2014 Priorities

The FY 2014 priorities have set a challenging course for the Fiscal Service. The continued consolidation of FMS and BPD will add additional challenges. Nevertheless, the Fiscal Service is committed to maintaining a tradition of accomplishment and has set the following priorities for FY 2014:

They include:

- Continue functional integration of FMS and BPD with a focus on implementing organizational changes in accounting and IT functions;
- Implement a new retail retirement savings security to continue providing simple, safe, and affordable ways for Americans to save;
- Prepare to decommission Legacy Treasury Direct;
- Complete digitization of the most frequently searched definitive securities;
- Create a mechanism for managing case files in digital form;
- Develop a modern retail securities call center environment driven by analytics and adaptable to operations;
- Continue system enhancements to strengthen and streamline GAIS;
- Begin using a modernized, shared services system environment to support Summary Debt Accounting;
- Support for the working system mandated in the Improper Payments Elimination & Reduction Improvement Act (IPERIA) of 2012;
- Establish Do Not Pay as a System of Records;
- Verify Treasury-disbursed payment information through the DNP system before disbursement and return results to agencies for adjudication;
- Implement Do Not Pay Portal and Data Analytics Services' long-term infrastructure;
- Continue increasing offsets to maximize collection of delinquent debt by improving the offset match process, working larger/more collectable debts longer and with better analytic tools, and expanding administrative wage garnishment;
- Continue to focus on expanding the use of electronic invoicing using the Invoice Processing Platform;
- Implement Government-wide Treasury Account Symbol (GTAS) system which will replace four legacy systems;
- Implement CARS and decommission STAR legacy accounting system;
- Modernize our process by continuing the development of the post payment system (PPS) which will replace several legacy systems;
- Continue the pilot for Centralized Receivables;
- Continue development and implementation of the Financial Information Repository (FIR) to centrally manage financial data collected in systems within the Fiscal Service, including but not limited to: Payments Revenue Collections; Delinquent Debt Collections; Intra-governmental Transfers, as well as government-wide accounting; and payment data.
- Continue implementing the Payment Information Repository (PIR), which is a payment repository that will support the centralization of Government payment data;

- Continue to work on increasing the collection of the amount of delinquent debt owed to the Federal Government;
- In FY 2014, Treasury proposes to realign the Office of Financial Innovation and Transformation (FIT) from Departmental Offices (DO) to the Fiscal Service. Placing FIT within the Fiscal Service will improve the planning and implementation of FIT's initiatives by more closely aligning strategic direction with operational implementation, which is performed by the Fiscal Service. Under this structure, the Fiscal Assistant Secretary will continue to maintain high-level policy guidance of FIT. FIT is working to improve financial management, reduce costs, increase transparency, and improve delivery of agencies' missions within Treasury and across the Federal Government. FIT is completing a number of initiatives to achieve these goals, and has recently assumed from OMB a large portion of the managerial functions associated with the annual review of agency financial systems requests;
- In FY 2013, OMB transferred the role of Managing Partner for the Financial Management Line of Business (FMLoB) to Treasury, with project management support to be provided by FIT;
- Fiscal Service will be using new funding in FY 2014 to establish a government-wide spending transparency office;
- Fiscal Service will be supporting the programmatic operations to improve the USAspending.gov website;
- Continue implementation to convert non-tax collections and remittances to electronic to achieve the maximum cost savings while creating efficiencies for citizens and government.

Section 2 – Budget Adjustments and Appropriation Language

2.1 – Budget Adjustments Table

Dollars in Thousands

Fiscal Service	FTE	Amount
FY 2012 Enacted	2,077	\$391,440
FY 2013 Annualized CR Rate	1,954	\$393,836
Changes to Base:		
Adjustment to Request	(171)	(\$33,305)
Adjustment to FTE Estimate	(171)	-
Efficiency Savings Proposed in FY 2013	-	(\$15,031)
Non-recur CR Increase	-	(\$2,396)
Proposed Program Decreases in FY 2013	-	(\$10,296)
Non-Recurring Costs proposed in FY 2013	-	(\$5,582)
Maintaining Current Levels (MCLs):	-	\$4,228
Pay-Raise	-	\$2,437
Non-Pay	-	\$1,791
Non-Recurring Costs:	-	(\$6,151)
Summary Debt Accounting Systems Non-Recurring Cost	-	(\$3,827)
Government Agency Investment Services Non-Recurring Cost	-	(\$658)
Wholesale Securities Services Non-Recurring Cost	-	(\$126)
Payment Reorganization (Redirect)	-	(\$1,540)
Efficiency Savings:	(120)	(\$11,892)
Fiscal Service Consolidation Savings	(40)	(\$1,440)
Rent Savings	-	(\$2,700)
Paperless Treasury/Center Closure	(80)	(\$6,543)
Data Center Consolidation/Fiscal IT	-	(\$1,209)
Transfers:	8	\$1,800
Transfer FIT from DO S&E	8	\$1,800
Subtotal Changes to Base	(283)	(\$45,320)
Total FY 2014 Base	1,671	\$348,516
Program Changes:		
Program Decreases:	(5)	(\$5,591)
Eliminate Paying Agent Fees	-	(\$4,985)
Eliminate New Issues of Paper Payroll Savings Bonds	(5)	(\$489)
Eliminate Paper Savings Bonds Sold OTC at Financial Institutions	-	(\$117)
Reinvestments:	2	\$11,740
Support Circular A-127	2	\$600
Support Financial Innovation and Transformation	-	\$2,400
Consolidation in Support of the Fiscal Service	-	\$8,740
Program Increases:	8	\$5,500
Government-Wide Transparency Office	8	\$5,500
Total FY 2014 Request	1,676	\$360,165

2A – Budget Increases and Decreases Description

Adjustment to Request -**\$33,305,000 / -171 FTE**

Adjustment to FTE Estimate +\$0 / -171 FTE

Fiscal Service has identified 171 unfunded and unutilized FTE that were included in previous estimates are reflected in this adjustment.

Non-recur CR Increase -\$2,396,000 / +0 FTE

The across-the-board 0.612 percent increase provided in the CR through March 27, 2013 is non-recurred.

Non-Recurring Costs proposed in FY 2013 -\$5,582,000 / +0 FTE

The DNP Business Center and Modernizing GAIS Program savings from FY 2013 are realized.

Proposed Program Decreases in FY 2013 -\$10,296,000 / +0 FTE

The Paying Agent Fees and Administrative Services savings from FY 2013 are realized.

Efficiency Savings Proposed in FY 2013 -\$15,031,000 / +0 FTE

Efficiencies from FY 2013 totaling \$15,031,000 are realized.

Maintaining Current Levels (MCLs) +\$4,228,000 / +0 FTE

Pay-Raise +\$2,437,000 / +0 FTE

The President's Budget proposes a one percent pay-raise for Federal employees in 2014.

Non-Pay +\$1,791,000 / +0 FTE

Funds are requested for inflation adjustments in non-labor expenses such as GSA rent adjustments, postage, supplies and equipment.

Non-Recurring Costs -\$6,151,000 / +0 FTE

Summary Debt Accounting Systems Non-Recurring Cost -\$3,827,000 / +0 FTE

By the end of FY 2013 the Fiscal Service will modernize its current Summary Debt Accounting environment by completing all development and testing phases of the project. As a result, the Fiscal Service will not require these resources in FY 2014 due to the completion of the project.

Government Agency Investment Services Non-Recurring Cost -\$658,000 / +0 FTE

Savings realized from a shared IT system license cost with Summary Debt Accounting as well as reductions in administrative and IT support services.

Wholesale Securities Services Non-Recurring Cost -\$126,000 / +0 FTE

Fiscal Service projects minor fluctuations in cost.

Payment Reorganization (Redirect) -\$1,540,000 / +0 FTE

Funds will be redirected to fund the Fiscal Service consolidation.

Efficiency Savings -\$11,892,000 / -120 FTE

Data Center Consolidation/Fiscal IT -\$1,209,000 / +0 FTE

Savings derived from the leasing and operational costs associated with this consolidation, as well as other reductions in contracting services and equipment

Fiscal Service Consolidation Savings -\$1,440,000 / -40 FTE

FY 2014 savings due to staff reductions from attrition as a result of the Fiscal Service consolidation.

Rent Savings -\$2,700,000 / +0 FTE

Savings realized from one less building lease due to maximizing space in existing Treasury facilities, which was planned prior to the consolidation announcement.

Paperless Treasury/Center Closure -\$6,543,000 / -80 FTE

In FY 2014, the All- Electronic initiative will save the government money through continuing efforts to eliminate paper. As a result, Fiscal Service will close the Emeryville payment center, which will provide savings. However, Fiscal Service will have lease obligations until November 2016, and is currently working with GSA to develop alternatives to its current lease including negotiating early termination and subleasing.

Transfer +\$1,800,000 / +8 FTE

Transfer FIT from DO S&E +\$1,800,000 / +8 FTE

Treasury proposes to realign the Office of Financial Innovation and Transformation (FIT) from the Office of the Fiscal Assistant Secretary in DO to the Fiscal Service. This proposed realignment would transfer eight FTE and \$1.8 million in appropriated resources from DO's appropriated Salaries and Expenses (S&E) base to the Fiscal Service S&E base. Placing FIT within the Fiscal Service will improve the planning and implementation of FIT's initiatives by more closely aligning strategic direction with operational implementation which is performed by the Fiscal Service. Under this structure, the Fiscal Assistant Secretary will continue to maintain high-level policy guidance of FIT.

Program Decreases -\$5,591,000 / -5 FTE

Eliminate Paying Agent Fees -\$4,985,000 / +0 FTE

Six months of savings from eliminating fees paid to agents who redeem paper savings bonds.

Eliminate New Issues of Paper Payroll Savings Bonds -\$489,000 / -5 FTE

Savings of paying agent fees from a reduction of paper payroll savings bond redemptions and FTE savings from a decline in customer service transactions since new issues of paper payroll bonds were eliminated.

Eliminate Paper Savings Bonds Sold OTC at Financial Institutions -\$117,000 / +0 FTE

Savings of paying agent fees from a reduction of paper over-the-counter savings bond redemptions.

Reinvestments +\$11,740,000 / +2 FTE

Support Circular A-127 +\$600,000 / +2 FTE

Requests \$0.6 million and two FTE to support OMB's Circular A-127 implementation, which prescribes policies and standards for executive departments and agencies to follow when managing their financial management systems. FIT will assist OMB's annual review of agency financial systems requests. FIT will work to promote the standardization of financial data and processes.

Support Financial Innovation and Transformation +\$2,400,000 / +0 FTE

Funding is requested to support the implementation of the original twelve FIT initiatives that were launched in FY 2011 that are expected to produce a 20 percent improvement in the efficiency of Federal financial management when fully implemented government-wide. Specifically, funds will support agency implementation of electronic invoicing; centralized receivables management; a solution for recording, reconciling, and reporting intra-governmental transactions; and benchmarking. Funds will also support FIT's government-wide

data standardization efforts to increase accuracy and transparency of Federal financial reporting. Funds will also support FIT's role in agency migrations to a shared service model for financial systems across the Federal Government.

Consolidation in Support of the Fiscal Service +\$8,740,000 / +0 FTE

In FY 2014, the consolidation of functions performed by BPD and FMS will continue with employees impacted by the consolidation having until December 2019 to relocate. The new Bureau of the Fiscal Service will help transform the way the government manages its finances and delivers shared services. To support the consolidation of administrative, IT, and accounting functions in FY 2014, the Fiscal Service requests funding for outplacement and training services, voluntary employee relocations, and space reconfiguration.

Program Increases +\$5,500,000 / +8 FTE

Government-Wide Transparency Office +\$5,500,000 / +8 FTE

Fiscal Service will establish a government-wide spending transparency office to increase transparency into Federal finances at the government-wide level. The Fiscal Service will also be supporting the programmatic operations to improve the USAspending.gov website.

2.2 – Operating Levels Table

Dollars in Thousands

Fiscal Service	FY 2012	FY 2013	FY 2014
Object Classification	Actual	Annualized CR Rate	Request
11.1 - Full-time permanent	198,733	219,640	213,431
11.3 - Other than full-time permanent	2,714	2,609	2,714
11.5 - Other personnel compensation	2,690	7,019	7,076
11.8 - Special personal services payments	0	30,000	36,216
11.9 - Personnel Compensation (Total)	204,137	259,268	259,437
12.0 - Personnel benefits	58,377	60,654	57,567
13.0 - Benefits for former personnel	2,021	398	845
Total Personnel and Compensation Benefits	\$264,535	\$320,320	\$317,849
21.0 - Travel and transportation of persons	3,573	3,953	3,734
22.0 - Transportation of things	250	442	462
23.1 - Rental payments to GSA	33,768	37,881	35,627
23.2 - Rental payments to others	1,180	1,089	1,090
23.3 - Communication, utilities, and misc charges	66,820	66,017	48,945
24.0 - Printing and reproduction	642	1,349	1,288
25.1 - Advisory and assistance services	10,374	13,786	15,257
25.2 - Other services	69,197	21,851	31,635
25.3 - Other purchases of goods & serv frm Govt accounts	161,354	121,374	88,659
25.4 - Operation and maintenance of facilities	2,289	1,372	1,240
25.6 - Medical care	6	10	2
25.7 - Operation and maintenance of equip	8,976	27,637	27,303
26.0 - Supplies and materials	6,265	8,204	7,568
31.0 - Equipment	5,900	12,576	16,340
32.0 - Land and structures	4,815	5,476	7,361
42.0 - Insurance claims and indemnities	2	50	50
Total Non-Personnel	375,411	323,067	286,561
Total Budgetary Resources	\$639,946	\$643,387	\$604,410
Budget Activities:			
Collections	23,267	21,407	21,645
Do Not Pay Business Center	5,958	10,061	10,693
Government Agency Investment Services	17,772	17,777	15,868
Debt Collection	87,078	118,616	136,505
Government-wide Accounting and Reporting	76,553	67,856	68,574
Payments	261,433	235,740	203,133
Retail Securities Services	125,444	135,216	116,706
Summary Debt Accounting	21,799	10,157	5,485
Wholesale Securities Services	20,642	26,557	25,801
Total Budgetary Resources	\$639,946	\$643,387	\$604,410
FTE	2,376	2,573	2,390

This table includes all available resources, including annual and available multi-year appropriations, reimbursable resources, offsetting collections and user fees.

2B – Appropriations Language and Explanation of Changes

Appropriations Language	
DEPARTMENT OF THE TREASURY THE BUREAU OF THE FISCAL SERVICE	
Federal Funds	
<i>For necessary expenses of operations of the Bureau of the Fiscal Service, \$360,165,000; of which not to exceed \$4,210,000, to remain available until September 30, 2016, is for information systems modernization initiatives; and of which \$8,740,000 shall remain available until September 30, 2016 for expenses related to the consolidation of Financial Management Service and the Bureau of the Public Debt; and of which \$5,000 shall be available for official reception and representation expenses.</i>	
<i>In addition, \$165,000, to be derived from the Oil Spill Liability Trust Fund to reimburse administrative and personnel expenses for financial management of the Fund, as authorized by section 1012 of Public Law 101–380.</i>	

2B – Permanent, Indefinite Appropriations

Federal Reserve Bank Permanent, Indefinite Appropriation

The Federal Reserve Banks (FRBs) act as fiscal agents of the United States when directed by the Secretary of the Treasury in accordance with 12 U.S.C. 391. The FRBs support the fiscal operations and provide banking and financial services on behalf of the Treasury of the United States. Since the FRBs support many Fiscal Service program activities, the performance measures listed in the Salaries and Expense section of this budget apply to the work done by the FRBs. Fiscal Service estimates that the cost of FRB services for FY 2014 will be approximately \$395 million.

Reimbursements to the Federal Reserve Banks

Public Law 101-509, 104 Stat. 1389, 1394 (1990), established a permanent indefinite appropriation to pay such sums as necessary to reimburse the FRBs for acting as fiscal agents. A permanent indefinite account was established in FY 1992. Claims for reimbursements are closely monitored for compliance with the Instructions for Filing Reimbursement Claims for Fiscal Agency Services Provided to the Fiscal Service (current edition). Funding for FY 2014 is estimated at \$109.7 million.

Financial Agent Services Permanent, Indefinite Appropriation

Congress has given the Secretary of the Treasury broad discretion to deposit money in financial institutions and to obtain banking services by designating financial institutions to act/serve as Financial Agents (FA) of the United States. The services support many Fiscal Service programs such as Electronic Federal Tax Payment System (EFTPS), the Lockbox Networks, E-Commerce systems, and the deposit reporting and cash concentration system called TRS. These and other programs are vital to the Fiscal Service's strategic goals, the National Financial Critical Infrastructure, and the expanding E-Government. The services provided by the FAs are authorized under numerous statutes including, but not limited to, 12 U.S.C. 90 and 265.

In FY 2004, Treasury received a permanent indefinite appropriation to pay for these services. Fiscal Service estimates that the cost of FA services for FY 2014 will be approximately \$629.3 million, which includes \$9 million for Government Sponsored Enterprise - Mortgage Backed Securities administrative costs.

Government Losses in Shipment

Public Law 103-329 established a permanent indefinite appropriation to pay such sums as necessary to make payments for the replacement of valuables, or the value thereof, lost, destroyed, or damaged in the course of United States Government shipments. The Government Losses in Shipment Act was approved July 8, 1937, to dispense with the necessity for insurance by the Government against loss or damage to valuables in shipment and for other purposes. The Act was amended in 1943 to cover losses resulting from the redemption of savings bonds (for example, stolen bonds, which were fraudulently negotiated even though the paying agent followed identification guidelines established by the Treasury). All authority of the Treasury under the Act has been delegated to the Commissioner of the Fiscal Service. In FY 2014, the funding estimated to support payments for the replacement of valuables is \$1.098 million.

2.3 – Permanent, Indefinite Appropriations Table

(Dollars in Thousands)

Permanent, Indefinite Appropriation	2012 Enacted	2013 Enacted	2014 Request
Federal Reserve Bank	\$329,000	\$331,000	\$395,000
Reimbursements to the Federal Reserve Banks	\$119,000	\$113,000	\$109,700
Financial Agent Services*	\$623,000	\$631,000	\$646,000
Government Losses in Shipment	\$800	\$1,098	\$1,098

* FY 2012, FY 2013, and FY 2014 include costs for the Government Sponsored Enterprise – Mortgage Backed Securities administrative costs of \$15 M, \$11 M, and \$10 M respectively.

Note: Approximately \$73M is reimbursed from other government agencies and deposited into the General Fund each year.

2C – Legislative Proposals

1. Expand Treasury's authority to access the National Directory of New Hires to include improper payments.

This proposal seeks an expansion of Treasury's authority to access the National Directory of New Hires (NDNH) to include improper payments for those agencies that already have statutory authority to use the NDNH database (e.g., Department of Education, Department of Housing and Urban Development, etc). In an effort to eliminate waste, fraud, and abuse in Federal programs and prevent improper payments, President Obama directed agencies to review pre-payment and pre-award procedures and to review available databases with relevant information on eligibility prior to the release of Federal funds. The Secretary of the Treasury is assisting agencies in gaining access to the databases identified by the President and other available databases through a single access point - the DNP Portal. Access to the information contained in the NDNH is restricted by statute. The Social Security Act specifies which agency secretaries may receive information from the database and the limited purposes for which disclosures are permitted. Under the current law, the Secretary of the Treasury has

access to information in the NDNH for debt collection purposes. This proposal would expand the Secretary of the Treasury's access to information in the NDNH to include the purposes of preventing, identifying, and recovering improper payments for only those agencies that already have the authority to access NDNH. Such access would permit the Secretary of the Treasury to assist paying agencies in comparing information from the NDNH with data about persons receiving Federal payments and identify individuals who are ineligible to receive payments or who are receiving erroneous payments.

2. Expand the Secretary of the Treasury's authority to disclose information received from Federal and state prisons to include improper payments. *Estimated decrease in improper payments: \$375M over ten years*

Beginning in September 2012, the Federal Bureau of Prisons and state prison agencies must provide the Secretary of the Treasury with information on all inmates incarcerated within the prison system for tax administration purposes under 31 U.S.C. 6116. This proposal seeks to amend 42 U.S.C. 1382 to permit access by the Secretary of the Treasury to information contained in the Social Security Administration's Prisoner Update Processing System (PUPS) for tax administration purposes and for identifying, preventing and recovering improper payments. The PUPS database contains local prison data and is more complete than the information Treasury currently receives under section 6116 for tax administrative purposes. The proposal also expands the information the prisons are required to report to SSA for inclusion in PUPS to include data such as release dates and prison assigned inmate numbers, which are disclosed to Treasury pursuant to 6116 but are not currently a part of the PUPS database. Such access would permit the Secretary of the Treasury to redisclose prisoner data to Federal executive, judicial and legislative paying agencies and state and local agencies to determine the eligibility, or continuing eligibility, of an individual or entity to participate in a Federal Government program (including those administered by a state or local government). Additionally, Treasury may redisclose such information to the prisons so that appropriate action may be taken, if necessary, to curb additional improper payments. Treasury will compare prisoner information with data about persons requesting or receiving Federal payments and identify individuals who are ineligible to receive payments or who are receiving erroneous or fraudulent payments.

3. Increase delinquent state income tax debt collections. Allow offset of Federal income tax refunds to collect delinquent state income taxes for out-of-state residents. *Estimated collections: \$1.2 billion in state taxes over 10 years (no Federal revenue)*

Under current law, Federal tax refunds may be offset to collect delinquent state income tax obligations but only if the delinquent taxpayer resides in the state collecting the tax. This proposal allows the Fiscal Service to offset Federal income tax refunds to collect delinquent state tax obligations regardless of where the debtor resides. For further details on this proposal, please see the Treasury Green Book.

4. Increase delinquent Federal tax debt collections. Increase levy authority for payments to Medicare providers with delinquent tax debt. *Estimated collections: \$707 million over 10 years*

The Budget proposes a change to the Department of the Treasury's debt collection procedures that will increase the amount of delinquent taxes collected from Medicare providers. Through the Federal Payment Levy Program, the Treasury deducts (levies) a portion of a government payment to an individual or business in order to collect unpaid taxes. Pursuant to the Medicare Improvements for Patients and Providers Act of 2008, Treasury is authorized to continuously levy up to 15 percent of a payment to a Medicare provider in order to collect delinquent tax debt. The Budget proposal will allow Treasury to levy up to 100 percent of a payment to a Medicare provider to collect unpaid taxes. For further details on this proposal, please see the Treasury Green Book.

5. Increase and streamline recovery of unclaimed assets owed to the United States. Authorize Treasury to locate and recover assets of the United States and to retain a portion of amounts collected to pay for the costs of recovery. *Estimated Recoveries: \$25 million over ten years*

States and other entities hold assets in the name of the United States or in the name of departments, agencies and other subdivisions of the Federal Government. Many agencies are not recovering these assets due to lack of expertise and funding. Under current authority, Treasury collects delinquent debts owed to the United States and retains a portion of collections, which is the sole source of funding for its debt collection operations. While unclaimed Federal assets are generally not considered to be delinquent debts, Treasury's debt collection operations personnel have the skills and training to recover these assets. This legislation would authorize Treasury to use its resources to recover assets of the United States.

Section 3 – Budget and Performance Plan

3A – Collections

(\$21,531,000 from direct appropriations, and \$114,000 from reimbursable resources):

The Collections Program supports its strategic goal to provide timely, accurate, and efficient collection of Federal Government receipts. The Fiscal Service manages the collection of Federal revenues such as individual and corporate income tax deposits, customs duties, loan repayments, fines, and proceeds from leases. In addition, the Fiscal Service establishes and implements collection policies, regulations, standards, and procedures for the Federal Government.

Fiscal Service continues to promote the use of electronic systems in the collections process and assist agencies in converting collections from paper to electronic media with programs such as:

- *Electronic Federal Tax Payment System (EFTPS):* Fiscal Service has been working to communicate the benefits of EFTPS – accuracy, security, simplicity, and flexibility – to financial institutions, small businesses, and tax practitioners. Internal Revenue Service (IRS) research has shown that businesses using EFTPS are 31 times less likely to make an error that results in a fine or penalty than those who were paying via coupon. The goal is to continue to require businesses and individuals to pay their Federal taxes electronically. EFTPS is a critical system that collects approximately 86 percent of all Federal tax revenue.
- *Pay.gov:* Pay.gov is a system allowing individuals and businesses to make nontax payments to Federal agencies over the internet. New developments will focus on improved interfaces with Federal agencies, and enhanced functionality such as electronic billing and electronic forms. Pay.gov, currently serves 167 Federal agencies representing 866 cash flows. As of December 31, 2012, FY 2013 collections through Pay.gov totaled nearly \$27 billion through the processing of 25.4 million transactions.
- *Check Conversion and Truncation:* It is Fiscal Service's goal that all paper checks remitted to the Federal Government will be converted or truncated and processed electronically. Over the Counter Channel Application (OTCnet), and Electronic Check Processing (ECP) are programs that provide a complete electronic record of all check images and related financial data accessible by agencies and eliminate the need to photocopy checks, safeguard checks, or process paper. December 31, 2012, FY 2013 collections through OTCnet and ECP totaled over \$37 billion.

Description of Performance:

The measure, *Percentage Collected Electronically of Total Dollar Amount of Federal Government Receipts* refers to the dollar value of collections received electronically. As of December 31, 2012, 97 percent of FY 2013 collections have been settled electronically. Fiscal Service expects to maintain an electronic collections rate of at least 97 percent in FY 2013 and FY 2014. The goal owner for this budget activity is the Assistant Commissioner, Revenue Collections Management.

3.1.1 – Collections Budget and Performance Plan

Dollars in Thousands

Collections Budget Activity								
Resource Level	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	Enacted	Enacted	Enacted	Enacted	Enacted	Enacted	Annualized CR Rate	Request
Appropriated Resources	\$17,528	\$19,804	\$21,521	\$21,911	\$22,624	\$21,166	\$21,231	\$21,531
Reimbursable Resources	\$0	\$0	\$0	\$113	\$1,419	\$198	\$176	\$114
Budget Activity Total	\$17,528	\$19,804	\$21,521	\$22,024	\$24,043	\$21,364	\$21,407	\$21,645

Measure	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	Actual	Actual	Actual	Actual	Actual	Actual	Target	Target
Percentage Collected Electronically of Total Dollar Amount of Federal Government Receipts	79.0	80.0	84.0	85.0	96.0	97.0	97.0	97.0

Key: N/A - Not in Effect; DISC - Discontinued; B – Baseline

3B – Debt Collection

(\$0 from direct appropriations, and \$136,505,000 from reimbursable resources):

The Fiscal Service’s debt collection program supports its strategic goal to maximize collection of delinquent debt owed to the Government. Fiscal Service collects delinquent government and child support debt by providing centralized debt collection, oversight, and operational services to Federal Program Agencies (FPAs) and states pursuant to the Debt Collection Improvement Act (DCIA) of 1996 and related legislation. Fiscal Service uses two debt collection programs: Treasury Offset Program (TOP) and Cross Servicing.

In FY 2012, Fiscal Service increased debt collections by (1) repurposing the Austin Payment Center as a debt collection center, (2) undertaking three management and administrative reforms, which include improving the offset match process, improving analytic tools, and expanding Administrative Wage Garnishment, (3) enhancing the FedDebt system, and (4) expanding offset services by increasing debt referral, adding new debt types such as unemployment insurance compensation debts and expanding the usage to Federal agencies and states.

Finally, Fiscal Service, in partnership with the Office of Financial Innovation and Transformation, is developing a Centralized Receivables Service (CRS) Pilot. Treasury’s long-term vision is to provide a centralized receivables service to Federal agencies that will increase collections on current receivables and delinquent debt.

Description of Performance:

In FY 2012, Fiscal Service did not meet its target to collect at least \$6.67 billion in delinquent debt. The Department of Education’s delayed referrals to the TOP due to system issues, and the Internal Revenue Service’s low-income filter policy, to exclude certain low-income taxpayers

from tax levy of Social Security benefit payments, contributed to the challenges the Fiscal Service encountered in trying to meet the target. Fiscal Service plans to meet with both agencies to discuss system issues, to find ways to improve the referral process, and to review the low-income filter policy. As of September 30, 2012, Fiscal Service collected \$6.17 billion in delinquent debt. Fiscal Service expects to achieve its FY 2013 target of \$6.67 billion in delinquent debt. Fiscal Service continues to roll out Debt Check, an online program used to help agencies bar delinquent debtors from obtaining new loans or loan guarantees. The Fiscal Service began adding alias names to the TOP database to improve debt matching in TOP and increase offset collections. Development of the TOP Next Generation (NG) system began in FY 2011. When completed, the TOP NG system will: support additional debt and payment types; handle increasingly larger volumes of debt and payment types; process new payment types; increase payment processing throughput to meet future needs; and meet all essential stakeholder needs.

Additionally, Fiscal Service anticipates that several new legislative proposals that will increase debt collection will be approved in the FY 2013 and be fully realized in FY 2014.

The Fiscal Service’s goal for FY 2014 is to collect \$7.2 billion in delinquent debts through the use of expanding the administrative wage garnishment collection tool and legislative changes such as the proposal to allow the Treasury to offset Federal income tax refunds to collect delinquent state tax obligations regardless of where the debtor resides. Fiscal Service is targeting to meet this goal. The goal owner for this budget activity is the Assistant Commissioner, Debt Management Services.

3.1.2 – Debt Collection Budget and Performance Plan

Dollars in Thousands

Debt Collection Budget Activity								
Resource Level	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	Enacted	Enacted	Enacted	Enacted	Enacted	Enacted	Annualized CR Rate	Request
Appropriated Resources	\$5,250	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Reimbursable Resources	\$61,251	\$77,330	\$86,247	\$93,397	\$80,036	\$97,052	\$118,616	\$136,505
Budget Activity Total	\$66,501	\$77,330	\$86,247	\$93,397	\$80,036	\$97,052	\$118,616	\$136,505

Measure	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	Actual	Actual	Actual	Actual	Actual	Actual	Target	Target
Amount of Delinquent Debt Collected Through All Available Tools (\$ billions)	3.76	4.41	5.03	5.45	6.17	6.17	6.67	7.2

Key: N/A - Not in Effect; DISC - Discontinued; B – Baseline

3C – Do Not Pay Business Center

(\$5,000,000 from direct appropriations, and \$790,000 from reimbursable resources):

Following the June 2010 Presidential Memorandum on *Enhancement of Payment Accuracy Through a “Do Not Pay List,”* the Do Not Pay Business Center was established for use by all departments and agencies in order to achieve the goal of preventing ineligible recipients from receiving payments or awards from the Federal Government. The Do Not Pay Business Center is a significant step toward meeting the President’s directive to establish a single-entry point that departments and agencies can access to determine eligibility information prior to making an award or payment, while also providing other services. Specifically, the Do Not Pay Business Center is comprised of two components geared towards reducing improper payments:

- **The Do Not Pay Portal** is a web-based, single-entry access portal that assists efforts to prevent improper payments. The Do Not Pay Portal enables agencies to access data sources in a centralized location, including the Death Master File, the Excluded Parties List System, the Debt Check database, and the List of Excluded Individuals and Entities and other commercially available data sources. The Fiscal Service will continue to research and add Federal and commercially available data sources to the Portal. This data will assist agencies in their efforts to reduce improper payments throughout the pre-award, pre-payment, and post-payment review processes.
- **The Do Not Pay Data Analytics Services** use data sources such as the Office of Foreign Assets Control’s Specially Designated Nationals List, zip code data, prison information, and several privately available data sources that are in addition to those data sources included in the Do Not Pay Portal. These data resources are augmented by advanced data analytic activities such as identifying trends, risks, and patterns of behavior that may warrant a more thorough analysis and investigation on the part of the Federal agency. Do Not Pay established a partnership with the Financial Crimes Enforcement Network in FY 2012 to examine how the agencies can combine resources to proactively identify, mitigate, and prevent fraud, waste and abuse in Federally funded programs.

Other Resources:

Reimbursements totaling \$790,000 are allocated to this program for providing administrative support to Fiscal Service’s franchise operation.

Description of Performance:

Since the Do Not Pay Business Center was launched in FY 2012, significant progress has been made towards providing agencies a one-stop-shop to verify eligibility prior to issuing a payment. Since the program's inception, priority was placed on expanding the number of data sources as well as the customer base for Do Not Pay services. These activities enabled Do Not Pay to have the most impact on the level of improper payments in the Federal Government. Since FY 2012, Do Not Pay Business Center has worked to establish the program's performance goals and metrics. In FY 2012, the program initiated the “Growth phase” for the program where the focus was to increase the number of agencies and agency programs using Do Not Pay Services. In FY 2013 and FY 2014 Do Not Pay will begin its “Impact Phase,” where the focus will be to analyze more volume in the pre-award and pre-payment phases of the award cycle versus in the post

payment phase. Fiscal Service will continue to support implementation of the Improper Payments Elimination & Recovery Improvement Act of 2012, which requires executive agencies to review, as appropriate and before issuance, all payments and awards for all programs.

3.1.3 – Do Not Pay Business Center Budget and Performance Plan

Dollars in Thousands

Do Not Pay Business Center Budget Activity								
Resource Level	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	Enacted	Enacted	Enacted	Enacted	Enacted	Enacted	Annualized CR Rate	Request
Appropriated Resources	\$0	\$0	\$0	\$0	\$0	\$10,000	\$10,061	\$5,000
Reimbursable Resources	\$0	\$0	\$0	\$0	\$0	\$105	\$0	\$790
Budget Activity Total	\$0	\$0	\$0	\$0	\$0	\$10,105	\$10,061	\$5,790

3D – Government Agency Investment Services

(\$13,704,000 from direct appropriations, and \$2,164,000 from reimbursable resources):

The GAIS Program works to effectively finance government operations by offering specialized investments for government entities at the Federal, state, and local levels, as well as borrowings by Federal agencies. This program consists of three distinct components: Federal Investments, Special Purpose Securities, and Federal Borrowings.

The Federal Investments component includes issuing, servicing and redeeming Government Account Series securities for Federal agencies that have specific statutory authority to invest, such as the Social Security and Medicare Funds, as well as the Unemployment and Highway Trust Funds. Special Purpose Securities are issued to offer a flexible investment alternative for state and local governments to refinance their outstanding tax-exempt debt. The Federal Borrowings Program accounts for and reports on loans made to other Federal agencies such as the Department of Education, the Department of Housing and Urban Development, the Department of Agriculture and the Small Business Administration.

Other Resources:

Reimbursements totaling \$2,164,000 are allocated to this program for providing administrative support to Fiscal Service’s franchise operation.

Description of Performance:

In FY 2012, the cost per GAIS transaction was \$33.48, below the target of \$34.56. Efficiencies have been gained through the Fiscal Service's long term goal to consolidate common GAIS control processes. The consolidated GAIS cost per transaction target in FY 2013 is \$35.88 and \$34.75 in FY 2014. The Fiscal Service expects to meet these new targets by realizing the benefits of streamlining and standardizing common business processes for all components of the GAIS Program.

The Fiscal Service is working to achieve its long-term goal of consolidating the systems that house GAIS data into a single integrated control environment, which will reduce operational risks and allow the program to consolidate and standardize internal controls over GAIS

processes. The control environment originally consisted of 18 processes in 2006. In FY 2012, the program consolidated the remaining processes, leaving six standardized processes and concluding the project. Accordingly, the number of GAIS control processes consolidated measure will be discontinued in FY 2013.

In preparation for the end of the consolidation project, the GAIS Program established a goal of providing high quality customer satisfaction, transaction processing, and accurate and timely payments to investors. To measure performance in relation to this goal, the organization completed an initial customer survey focusing on both program and system satisfaction to identify opportunities for improvement. A baseline was determined, and the program set a goal to incrementally increase the percentage of respondents giving GAIS the highest level of customer satisfaction. Using the survey responses, Fiscal Service plans to target areas for improvement, thereby progressively increasing the percentage of customers rating GAIS as "Excellent" in FY 2012 and FY 2013. The target percentage of customers rating GAIS excellent in FY 2014 is 62 percent. Customer responses to the program and system related questions will determine cost beneficial enhancements made to the system as well as procedural updates for the programs.

3.1.4 – Government Agency Investment Services Budget and Performance Plan

Dollars in Thousands

Government Agency Investment Services Budget Activity

Resource Level	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	Enacted	Enacted	Enacted	Enacted	Enacted	Enacted	Annualized CR Rate	Request
Appropriated Resources	\$14,594	\$15,745	\$17,723	\$18,013	\$16,045	\$15,419	\$15,513	\$13,704
Reimbursable Resources	\$3,454	\$4,473	\$1,698	\$2,008	\$1,937	\$2,035	\$2,076	\$2,164
Budget Activity Total	\$18,048	\$20,218	\$19,421	\$20,021	\$17,982	\$17,454	\$17,589	\$15,868

Measure	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	Actual	Actual	Actual	Actual	Actual	Actual	Target	Target
Cost Per Government Agency Investment Services Transaction (\$)	68.53	64.98	41.71	82.08	84.67	33.48	35.88	34.75
Percent of Respondents Selecting the Highest Rating of Customer Satisfaction with Government Agency Investment Services (%)	N/A	N/A	N/A	55.0	60.0	60.0	61.0	62.0

Key: N/A - Not in Effect; DISC - Discontinued; B – Baseline

3E – Government-wide Accounting and Reporting

(\$65,486,000 from direct appropriations, and \$3,088,000 from reimbursable resources):

The GWA Program supports the Fiscal Service’s strategic goal to produce timely and accurate financial information that contributes to the improved quality of financial decision making by operating and overseeing the Government’s central accounting and reporting system. The GWA Program also works with FPAs to adopt uniform accounting and reporting standards and

systems. It provides support, guidance, and training to assist FPAs in improving their government-wide accounting and reporting responsibilities. Fiscal Service collects, analyzes, and publishes government-wide financial information, which is used by the Federal Government to establish fiscal and debt management policies and by the public and private sectors to monitor the Government's financial status. Publications include the Daily Treasury Statement, the Monthly Treasury Statement, the Treasury Bulletin, the Combined Statement of the United States Government, and the Financial Report of the United States Government (FR).

The GWA cash reporting function supports the National Financial Critical Infrastructure. In this capacity GWA continues to obtain an unqualified opinion on the Audit of Non-entity Schedules of Government-wide Cash.

Fiscal Service is taking significant steps to address the material weaknesses found in the compilation process of the FR including:

- Requiring comprehensive accounting data from agencies on a quarterly basis that will allow the Fiscal Service to better analyze the data for consistency and completeness.
- Providing agencies with authoritative data to reconcile inter-agency transfers and other transactions that agencies report to the central accounting system. Proactively enforcing the dispute resolution process to officially resolve and document differences when agencies do not agree on the proper accounting.
- Designing quarterly intergovernmental scorecards for agencies to highlight differences and monitoring their progress on addressing the differences.
- Using the Chief Financial Officers (CFO) Council, Central Reporting Team as a forum to discuss accounting and reporting issues that affect the FR.
- Collaborating across the audit community to begin discussion around implementing improved IGT audit procedures.
- Standing up the General Fund as a reporting Entity.
- Reconciling the agency data to central accounting data, which the Fiscal Service uses to prepare the Reconciliations of Net Cost and Unified Budget Deficit Statement and the Statement of Changes in Cash Balance from Unified Budget and Other Activities.
- Strengthening internal controls over the process for preparing the FR.

The goal of these actions is to remove the material weaknesses as barriers to a clean audit opinion for the FR.

Description of Performance:

In FY 2013, Fiscal Service continues to achieve its target of 100 percent for its measures *Percentage of Government-wide Accounting Reports*, which include the *Daily Treasury Statement (DTS)*, *Monthly Treasury Statement (MTS)*, and *consolidated Financial Report (FR)*, issued on time. The Fiscal Service continues to achieve its targets by maintaining established process of validating and reconciling data with reporting sources such as the Regional Finance Centers, FPAs, and various electronic deposit and payment applications. The Fiscal Service will continue modernization efforts to ensure the timeliness of these reports and anticipates it will continue to achieve the 100 percent target for FY 2014. The goal owner for this budget activity is the Assistant Commissioner, Government-wide Accounting and Reporting.

3.1.5 – Government-wide Accounting and Reporting Budget and Performance Plan

Dollars in Thousands

Government-wide Accounting and Reporting Budget Activity								
Resource Level	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	Enacted	Enacted	Enacted	Enacted	Enacted	Enacted	Annualized CR Rate	Request
Appropriated Resources	\$64,131	\$68,642	\$70,547	\$71,826	\$68,804	\$64,374	\$64,568	\$65,486
Reimbursable Resources	\$0	\$0	\$3,179	\$4,123	\$4,215	\$4,412	\$3,288	\$3,088
Budget Activity Total	\$64,131	\$68,642	\$73,726	\$75,949	\$73,019	\$68,786	\$67,856	\$68,574

Measure	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	Actual	Actual	Actual	Actual	Actual	Actual	Target	Target
Percentage of Government-Wide Accounting Reports Issued Timely	100.0	100.0	100.0	100.0	100.0	99.86	100.0	100.0

Key: N/A - Not in Effect; DISC - Discontinued; B - Baseline

3F – Payments

(\$126,636,000 from direct appropriations, and \$76,497,000 from reimbursable resources):

The Payments Program supports Fiscal Service’s strategic goal to provide timely, accurate, and efficient disbursement of Federal Government payments. The Fiscal Service is responsible for managing and operating Federal payment systems and disbursing approximately 85 percent of all Federal payments. Major payments include: Social Security Benefits, Supplemental Security Income, Federal Pension Benefits, Veterans’ Compensation and Pension, Railroad Retirement Pensions, and tax refunds.

The Payments Program is also responsible for controlling and providing financial integrity to the payments process through reconciliation, accounting, and claims activities. The claims activity settles claims against the United States resulting from Federal Government checks that have been forged, lost, stolen, or destroyed as well as claims and reclamations for Electronic Funds Transfers (EFTs) payments. Fiscal Service collects monies from those parties liable for fraudulent or otherwise improper negotiation of government checks.

The activity also supports the Paperless Treasury initiative by encouraging recipients to convert to electronic payment methods. Electronic payments provide timely, accurate, and efficient disbursement of Federal Government payments; eliminate the costs associated with postage and the re-issuance of lost or stolen checks; and help protect against fraud and identity theft. Fiscal Service’s nationwide public education campaign called “Go Direct” encourages current check recipients to switch to direct deposit. To date, the Go Direct public education campaign has been responsible for approximately 20 million estimated EFT conversions. For beneficiaries who prefer a prepaid debit card or those who do not have a bank account, Fiscal Service offers the Direct Express® card, which enables benefit payments to be automatically deposited into the recipient’s card account on the payment date. The card is currently available to Social Security, Supplemental Security Income, Veterans’ Compensation and Pension, Railroad Retirement

Board, Office of Personnel Management and Department of Labor benefit recipients. As of December 2012, more than 4.3 million beneficiaries have signed up for the Direct Express® card. The combined impact of both programs will save millions of dollars to the taxpayer in years to come.

In support of its payments function, Fiscal Service has also undertaken considerable efforts to modernize its payment systems, incorporating new technologies and the internet. Some programs that will continue to be in focus are:

- *Stored Value Card (SVC)*: The Stored Value Card (SVC) is aimed at reducing the float loss associated with the more than \$2 billion in coins, currency, and checks in circulation at military bases in the U.S. and overseas, on ships at sea, and at other “closed” government locations around the world. SVCs reduce the high costs of securing, transporting, and accounting for cash. The program also provides a safe and convenient payment method for our service members. Currently, SVCs replace cash and checks at over 100 military bases and installations in 13 countries (including the U.S.), and on 151 Naval ships. Meeting this global demand necessitates the deployment of over 8,700 pieces of equipment, including kiosks (cashless ATMs), point-of-sale terminals, laptops, and other related peripherals. From 1997 through December 2012, over 41 million EFT transactions with a dollar value in excess of \$6.2 billion were processed via the SVC programs. In FY 2012 alone, the SVC programs processed over 6 million EFT transactions with a dollar value over \$824 million.
- *Invoice Processing Platform (IPP)*: IPP is a government-wide, secure, web-based electronic invoice exchange network connecting Federal agencies and their vendors. IPP enables Federal agencies to receive invoices electronically from their vendors, transforming existing paper-based invoice processes into a streamlined electronic process that integrates with existing agency core financial systems. IPP’s single point of entry allows vendors to invoice multiple IPP enrolled agencies either via online or batch invoice submission. Vendors can view and receive notification of payments (including debt offsets) associated to their invoices via IPP. IPP supports the Office of Financial Innovation and Transformation’s (OFIT) initiative to develop a standard for electronic invoicing government-wide.
- *Payment Application Modernization (PAM)*: The PAM project is a high priority initiative to modernize the current mainframe-based software applications used to disburse over 1.1 billion Federal payments annually with a total dollar value of nearly \$2.4 trillion.
- *Post Payment Systems Consolidation*: The Post Payment System (PPS) becomes a new major IT investment in Fiscal Service’s portfolio beginning in October 2013. Fiscal Service has established, as a tactical priority, the consolidation of several post payment systems into a single, centralized post payment system. The PPS investment accomplishes this Fiscal Service priority, and is aligned with the Treasury Strategic Goal to “Effectively manage U.S. Government finances, which results in accurate, timely, useful, transparent and accessible financial information.” PPS will consolidate six primary, and two supporting, post-payment core functions.
The Fiscal Service post payment functions and processes will be re-engineered, modernized, streamlined, and implemented in a cost effective manner, starting in Fiscal Year 2014, and continuing throughout PPS’ project development cycle. The Fiscal Service and post payment stakeholders will benefit from enhanced functionality, improved data flows, system

of record maintenance, and an orderly phased decommissioning of legacy systems. With the planned Phase One deployment of a centralized post payment database, PPS will supply Fiscal Service with new fraud detection capabilities of post payment activities, and an early realization of cost saving benefits. Concurrent with the development of PPS, ongoing operations and maintenance support will continue on legacy PM systems, thus leveraging the Fiscal Service's investment in its current aftermath systems, operations, and personnel.

- ***Payment Information Repository (PIR)***: The PIR is a payment repository that will support the centralization of government payment data. In addition, the PIR will ultimately serve as a back-end to the Financial Information Repository (FIR). The FIR will allow Fiscal Service to centrally manage internal financial data collected in systems, including but not limited to: Payments Revenue Collections; Delinquent Debt Collections; Intra-governmental Transfers, as well as government-wide accounting; and payment data. The PIR will support the FIR by providing reports on payment activity and providing the capability to support queries of payment data. The payment information provided through the FIR will be available for Federal Program Agencies and the public.

Description of Performance:

The measure *Percentage of Treasury Payments and Associated Information Made Electronically* supports Treasury's paperless agency priority goal. Due to the continued success of the Go Direct and Direct Express® programs and implementation of the Paperless Treasury initiative in FY 2012, Fiscal Service has issued over 88 percent of its payments via EFT, exceeding its target of 85 percent. Fiscal Service expects to achieve its targets in FY 2013 and FY 2014 by expanding electronic conversion efforts to additional benefit agencies and payment types, such as other vendor miscellaneous payments and IRS refunds. The goal owner for this budget activity is the Assistant Commissioner, Payment Management (Chief Disbursing Officer).

3.1.6 – Payments Budget and Performance Plan

Dollars in Thousands

Payments Budget Activity								
Resource Level	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	Enacted	Enacted	Enacted	Enacted	Enacted	Enacted	Annualized CR Rate	Request
Appropriated Resources	\$148,472	\$145,977	\$147,717	\$150,395	\$141,358	\$132,265	\$133,339	\$126,636
Reimbursable Resources	\$135,031	\$137,849	\$138,584	\$137,057	\$131,060	\$129,561	\$102,401	\$76,497
Budget Activity Total	\$283,503	\$283,826	\$286,301	\$287,452	\$272,418	\$261,826	\$235,740	\$203,133

Measure	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	Actual	Actual	Actual	Actual	Actual	Actual	Target	Target
Percentage of Treasury Payments and Associated Information Made Electronically	78.0	79.0	81.0	82.0	84.3	88.0	91.0	92.0

Key: N/A - Not in Effect; DISC - Discontinued; B – Baseline

3G – Retail Securities Services

(\$100,789,000 from direct appropriations, and \$15,917,000 from reimbursable resources):

Fiscal Service's RSS Program works to finance government operations by selling marketable and savings securities directly to retail investors. The program serves more than 50 million retail customers. Fiscal Service continues to encourage investors to move their paper savings bond holdings to TreasuryDirect, an online system that allows investors to buy, hold, manage, and redeem electronic Treasury securities directly from Treasury, through financial literacy programs that target customers not yet accustomed to conducting financial transactions online.

The RSS Program is developing new Treasury securities that will provide simple, safe and affordable ways for Americans to save. In FY 2013, RSS will announce a new retirement savings security, and in FY 2014, RSS will implement that product. Fiscal Service will continue to oversee the programs and provide customer support as needed.

Other Resources: Reimbursements of \$15,917,000 are allocated to this program for providing administrative support to Fiscal Service's franchise operation.

Description of Performance:

The cost per TreasuryDirect assisted transaction demonstrates Fiscal Service's efficiency in responding to customer inquiries. Although TreasuryDirect promotes investor self-service, there are times when assistance from a customer service representative is necessary. Representatives handle phone and email inquiries, offline authentications, paper savings bond conversions, changes in bank information, and transactions requiring legal evidence.

The cost per TreasuryDirect assisted transaction was \$4.58 in FY 2012, which was lower than expected due to an increase in volumes as customers needed assistance with the new online authentication process. The cost per transaction is projected to be \$5.52 in FY 2013 and \$5.24 in FY 2014. These projections are higher than the FY 2012 results as volumes are expected to return to a normal range while technology costs increase. The FY 2014 projection decreases slightly from FY 2013 because of expected program efficiencies. Fiscal Service plans to meet these targets by continuing to maintain a skilled workforce, to streamline operations, and to actively pursue program changes to effectively manage costs.

The internet-based TreasuryDirect system allows investors to set up accounts, purchase electronic securities, and manage their holdings without customer assistance. The cost per TreasuryDirect online transaction was \$2.26 in FY 2012 and is forecasted to be \$1.66 in FY 2013 and \$1.63 in FY 2014. The drop in the cost per transaction is a result of program efficiencies and an increase in anticipated volumes as customers continue to transition to TreasuryDirect as legacy programs are phased out. Fiscal Service recognizes volume levels are dependent upon customers choosing its products and services. Therefore, to meet these projections, it plans to use targeted messaging to foster customer participation in TreasuryDirect.

RSS is committed to supporting Treasury's Paperless initiative by encouraging people to buy securities, access their accounts, and conduct transactions electronically. In FY 2011, RSS began measuring the increase in the number of customers who buy Treasury securities

electronically. In FY 2012, the program exceeded its goal for a 20 percent annual increase by more than doubling the number of customers buying retail securities electronically. For FY 2013, RSS expects a 10 percent increase over FY 2012 levels. The program will meet this goal by ending all Legacy Treasury Direct sales by November 1, 2012 and marketing Treasury savings products. For FY 2014, the program targets a 10 percent annual increase by rolling out the new savings program to a broad, national audience.

In FY 2012, the RSS Program's customer service workload, which includes answering phone and email inquiries, processing payments or changes to payment instructions, and handling TreasuryDirect requests, increased due to inquiries about the end of paper savings bond sales and enhancements to TreasuryDirect services. In FY 2013 and FY 2014, RSS expects to meet an increased target of 88 percent by continually streamlining work processes and increasing the volume of electronic business transactions.

3.1.7 – Retail Securities Services Budget and Performance Plan

Dollars in Thousands

Retail Securities Services Budget Activity								
Resource Level	FY 2007 Enacted	FY 2008 Enacted	FY 2009 Enacted	FY 2010 Enacted	FY 2011 Enacted	FY 2012 Enacted	FY 2013 Annualized CR Rate	FY 2014 Request
Appropriated Resources	\$137,020	\$135,690	\$139,109	\$139,569	\$135,337	\$116,260	\$116,973	\$100,789
Reimbursable Resources	\$9,029	\$9,066	\$16,293	\$15,554	\$16,336	\$17,166	\$16,841	\$15,917
Budget Activity Total	\$146,049	\$144,756	\$155,402	\$155,123	\$151,673	\$133,426	\$133,814	\$116,706

Measure	FY 2007 Actual	FY 2008 Actual	FY 2009 Actual	FY 2010 Actual	FY 2011 Actual	FY 2012 Actual	FY 2013 Target	FY 2014 Target
Cost Per TreasuryDirect Assisted Transaction (\$)	6.65	8.19	8.72	8.23	3.0	4.58	5.52	5.24
Cost Per TreasuryDirect Online Transaction (\$)	3.24	4.34	5.21	6.12	3.64	2.26	1.66	1.63
Increase the Number of Customers who buy Treasury Retail Securities Electronically	N/A	N/A	N/A	N/A	144,997	301,737	332,000	365,000
Percentage of Retail Customer Service Transactions Completed within 5 Business Days (%)	N/A	N/A	86.0	92.7	73.1	75.7	88.0	88.0

Key: N/A - Not in Effect; DISC - Discontinued; B – Baseline

3H – Summary Debt Accounting

(\$4,737,000 from direct appropriations, and \$748,000 from reimbursable resources):

The Summary Debt Accounting (SDA) Program is related to the organization's strategic goal of effectively accounting for the debt of the Federal Government. SDA is vital to meeting Fiscal Service's responsibility to account for nearly \$16 trillion of public debt and over \$450 billion in related interest expenses incurred to finance the operations of the Federal Government.

The program produces daily reports on the balances and composition of the public debt, the *Monthly Statement of the Public Debt*, and the annual, audited *Schedules of Federal Debt*, which reports on the single largest liability in the annual FR. SDA has received an unqualified opinion on the *Schedules of Federal Debt* for the past 15 years.

Other Resources: Reimbursements totaling \$748,000 are allocated to this program for providing administrative support to Fiscal Service's franchise operation.

Description of Performance:

Fiscal Service tracks the *Cost per Summary Debt Accounting Transaction*, which includes reporting all financial activity related to the public debt of the United States. Issues, redemptions, and interest payments on the public debt must be accounted for to calculate the amount of debt outstanding and interest paid. In FY 2012, SDA's cost per summary debt accounting transaction came in at \$22.47, below the target of \$23.80.

In order to maintain and improve operational efficiency in the future, Fiscal Service is modernizing the Summary Debt Accounting environment. As a result, the program projects the cost per Summary Debt Accounting transaction to be \$20.76 in FY 2013 and \$17.67 in FY 2014. The FY 2013 Summary Debt Accounting cost projection decrease is a direct result of reduced development costs to redefine and modernize the SDA environment. The FY 2014 projection decrease is a result of the operational efficiencies gained through the modernization effort.

Fiscal Service expects to migrate Summary Debt Accounting (SDA) to a shared services environment at the end of FY 2013. This will allow the SDA Program to better respond to shifts in reporting requirements, responsibilities and financial information needs. The overall goal is to increase governance over the debt accounting environment to ensure the collection, verification, and dissemination of all debt accounting information is accurate, appropriate, flexible, and remains standardized. The SDA Program continues to progress on the goal of restructuring or eliminating a percentage of SDA business processes. Fiscal Service restructured or eliminated six percent of business processes during FY 2012 (5 out of 84 original processes). Fiscal Service is scheduled to restructure or eliminate 26 percent of business processes in FY 2013 (22 out of 84 original processes) which will complete the long term goal.

3.1.8 – Summary Debt Accounting Budget and Performance Plan

Dollars in Thousands

Summary Debt Accounting Budget Activity								
Resource Level	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	Enacted	Enacted	Enacted	Enacted	Enacted	Enacted	Annualized CR Rate	Request
Appropriated Resources	\$7,244	\$7,608	\$7,082	\$10,266	\$9,195	\$8,836	\$8,890	\$4,737
Reimbursable Resources	\$470	\$453	\$827	\$1,144	\$1,110	\$1,166	\$1,153	\$748
Budget Activity Total	\$7,714	\$8,061	\$7,909	\$11,410	\$10,305	\$10,002	\$10,043	\$5,485

Measure	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	Actual	Actual	Actual	Actual	Actual	Actual	Target	Target
Cost Per Summary Debt Accounting Transaction (\$)	9.29	9.11	8.66	11.28	14.8	22.47	20.76	17.67
Percent of Summary Debt Accounting business processes restructured or eliminated (%)	N/A	N/A	N/A	6.0	9.5	6.0	26.0	N/A

Key: N/A - Not in Effect; DISC - Discontinued; B – Baseline

3I – Wholesale Securities Services

(\$22,282,000 from direct appropriations, and \$3,519,000 from reimbursable resources):

The WSS Program supports Fiscal Service’s strategic goal to effectively finance government operations. WSS is responsible for the announcement, auction, issuance and settlement of marketable Treasury bills, notes, bonds and Treasury Inflation-Protected Securities. The program also oversees that portion of the Federal infrastructure that provides for the transfer, custody and redemption of all Treasury marketable securities, which are purchased mostly by commercial market participants.

The auction program, an element of the WSS Program, is an essential function for Treasury that enables the Federal Government to finance operations. WSS ensures that communications, systems, processes and contingency plans provide for high-level performance and business continuity for wholesale auction operations.

Another major component of this program is the commercial book-entry system, which holds approximately \$11.1 trillion, or 99 percent, of Treasury marketable securities. Treasury uses this system to issue most of its marketable debt, make principal and interest payments, and support the active secondary market in Treasury securities. It is estimated that about \$1 trillion per day in Treasury securities are transferred among account holders in the commercial book-entry system.

Other Resources: Reimbursements totaling \$3,519,000 are allocated to this program for providing administrative support to Fiscal Service’s franchise operation.

Description of Performance:

Fiscal Service strives to efficiently deliver its debt financing operations, including auctions and buybacks, at the lowest possible cost. As a result of lower than anticipated expenses, WSS's *Cost per Debt Financing Operation* in FY 2012 was \$159,449, below the targeted cost of \$173,589. The cost per debt financing operation is estimated at \$141,930 in FY 2013 and \$134,889 in FY 2014.

The decrease in the cost per debt financing operation from FY 2012 to FY 2013 and in FY 2014 is primarily due to the cost reduction from the Treasury Automated Auction Processing System software being fully amortized by April 2013. FY 2013 has partial-year savings, whereas FY 2014 will have a full year's worth of savings. In addition to this factor, Fiscal Service decided to extend the useful service life of its fully depreciated auction system hardware, thereby delaying replacement costs and increases in the cost per debt financing.

Fiscal Service has achieved its target of 100 percent for the measure *Percent of Auction Results Released in Two Minutes +/- 30 Seconds*. This target has been met since the implementation of the latest version of the Treasury Automated Auction Processing System in April 2008. It is essential that WSS releases auction results accurately and consistently to support Treasury's goal to manage the Government's finances in a fiscally responsible manner by issuing debt in a regular and predictable pattern. Ultimately, the accurate and timely release of the auction results contributes to the preservation of public confidence in Treasury securities and the stability of the financial market. WSS plans to continue to achieve its target by ensuring that upgrades to this software keep pace with technology changes.

3.1.9 – Wholesale Securities Services Budget and Performance Plan

Dollars in Thousands

Wholesale Securities Services Budget Activity								
Resource Level	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	Enacted	Enacted	Enacted	Enacted	Enacted	Enacted	Annualized CR Rate	Request
Appropriated Resources	\$19,996	\$23,828	\$23,438	\$24,396	\$24,058	\$23,120	\$23,261	\$22,282
Reimbursable Resources	\$1,298	\$1,302	\$2,378	\$2,719	\$2,904	\$3,051	\$3,000	\$3,519
Budget Activity Total	\$21,294	\$25,130	\$25,816	\$27,115	\$26,962	\$26,171	\$26,261	\$25,801

Measure	FY 2007	FY 2008	FY 2009	FY 2010	FY 2011	FY 2012	FY 2013	FY 2014
	Actual	Actual	Actual	Actual	Actual	Actual	Target	Target
Cost Per Debt Financing Operation (\$)	235,172.0	220,732.0	170,214.0	162,378.0	157,284.0	159,449.0	141,930.0	134,889.0
Percent of Auction Results Released in Two Minutes +/- 30 Seconds (%)	99.1	100.0	100.0	100.0	100.0	100.0	100.0	100.0

Key: N/A - Not in Effect; DISC - Discontinued; B – Baseline

Section 4 – Supplemental Information

4A – Summary of Capital Investments

The Bureau of the Fiscal Service leads the way for responsible, effective government through commitment to cutting-edge technologies, service, efficient operations, sharing of best practices, and openness to change, in order to meet the operating needs of the Federal Government. The Fiscal Service systematically analyzes the demand for its services, considers effective methods for delivery of these services and identifies the broad asset implications through sound governance and investment management.

Effective Investment Governance

Enterprise architecture reviews ensure alignment of IT investments to bureau strategic plans, the strategic enterprise direction of Treasury. The reviews also identify potential duplication of systems. The Fiscal Service's Capital Planning and Investment Control program addresses the prioritization of new and existing IT investments, risk management, long-range planning, business objectives, alternative analysis and governance. By tracking and reporting the progress of each investment and the performance measures achieved, the Fiscal Service ensures its IT investment portfolio is well managed, cost effective and supports strategic goals.

Effective Project Execution

Through a disciplined and consistent approach to project management, IT investments are closely monitored for cost, schedule and performance to ensure expected results and benefits are achieved. Each IT investment has a dedicated program manager and a fully staffed integrated program team. The systems that support each investment are enhanced using Rapid Application Development techniques that give the program manager the flexibility to quickly incorporate new functionality and improve efficiency across the bureau.

Enterprise Architecture Services

Enterprise Architecture Services include business architecture and technical architecture services. Business architecture focuses on the strategic capabilities, knowledge, processes, and relationships that support the achievement of organizational goals and alignment of strategic objectives to meet enterprise business needs. Technical Architecture establishes standards and patterns for information technology solutions. Technical architecture reviews requirements that influence or change the technology supporting the Fiscal Service's critical business functions and maintains architecture documentation and a Technology Roadmap.

A summary of capital investment resources, including major information technology and non-technology investments, can be viewed/ downloaded here:

<http://www.treasury.gov/about/budget-performance/Pages/summary-of-capital-investments.aspx>

4B – Historical Tables

Table 4.1 – Appropriations Detail Table (BPD)

Dollars in Thousands

Bureau of the Public Debt Resources	FY 2012		FY 2013		FY 2014		FY 2012 to FY 2014			
	Enacted		Annualized		Request		\$ Change		% Change	
	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
New Appropriated Resources:										
Do Not Pay Business Center	7	10,000	7	10,061	7	5,000	0	(5,000)	0.00%	-50.00%
Government Agency Investment Services	83	15,419	76	15,513	65	13,704	(18)	(1,715)	-21.69%	-11.12%
Retail Securities Services	676	116,260	605	116,973	528	100,789	(148)	(15,471)	-21.89%	-13.31%
Summary Debt Accounting	47	8,836	43	8,890	37	4,737	(10)	(4,099)	-21.28%	-46.39%
Wholesale Securities Services	124	23,120	113	23,261	98	22,282	(26)	(838)	-20.97%	-3.62%
Subtotal New Appropriated Resources	937	\$173,635	844	\$174,698	735	\$146,512	(202)	(\$27,123)	-21.56%	-15.62%
Other Resources:										
Reimbursables	0	23,523	0	23,070	0	23,138	0	(385)	NA	-1.64%
Unobligated Balances from Prior Years	0	4,000	0	2,000	0	4,903	0	903	NA	22.58%
Subtotal Other Resources	0	\$27,523	0	\$25,070	0	\$28,041	0	\$518	NA	1.88%
Total Budgetary Resources	937	\$201,158	844	\$199,768	735	\$174,553	(202)	(\$26,605)	-21.56%	-13.23%

Table 4.2 – Appropriations Detail Table (FMS)

Dollars in Thousands

Financial Management Service Resources	FY 2012		FY 2013		FY 2014		FY 2012 to FY 2014			
	Enacted		Annualized		Request		\$ Change		% Change	
	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT	FTE	AMOUNT
New Appropriated Resources:										
Collections	121	21,166	117	21,231	108	21,531	(13)	365	-10.66%	1.72%
Government-wide Accounting and Reporting	342	64,374	333	64,568	308	65,486	(34)	1,112	-10.09%	1.73%
Payments	677	132,265	660	133,339	525	126,636	(152)	(5,629)	-22.39%	-4.26%
Subtotal New Appropriated Resources	1,140	\$217,805	1,110	\$219,138	941	\$213,653	(199)	(\$4,152)	-17.46%	-1.91%
Other Resources:										
Reimbursables	561	231,223	619	224,481	714	216,204	153	(15,019)	27.27%	-6.50%
Subtotal Other Resources	561	\$231,223	619	\$224,481	714	\$216,204	153	(\$15,019)	27.27%	-6.50%
Total Budgetary Resources	1,701	\$449,028	1,729	\$443,619	1,655	\$429,857	(46)	(\$19,171)	-2.70%	-4.27%

Table 4.3 – Operating Levels Table (BPD)

Dollars in Thousands

Bureau of the Public Debt	FY 2012	FY 2013	FY 2014
Object Classification	Actual	Annualized CR Rate	Request
11.1 - Full-time permanent	54,730	60,644	51,177
11.3 - Other than full-time permanent	449	387	494
11.5 - Other personnel compensation	2,479	1,812	1,866
11.8 - Special personal services payments	0	26,396	32,613
11.9 - Personnel Compensation (Total)	57,658	89,239	86,150
12.0 - Personnel benefits	18,105	19,479	16,331
13.0 - Benefits for former personnel	20	20	20
Total Personnel and Compensation Benefits	\$75,783	\$108,738	\$102,501
21.0 - Travel and transportation of persons	970	816	816
22.0 - Transportation of things	80	61	81
23.1 - Rental payments to GSA	11,064	14,180	9,459
23.2 - Rental payments to others	3	2	2
23.3 - Communication, utilities, and misc charges	3,468	2,347	2,327
24.0 - Printing and reproduction	175	379	318
25.1 - Advisory and assistance services	520	1,594	65
25.2 - Other services	21,151	7,122	12,858
25.3 - Other purchases of goods & serv frm Govt accounts	74,669	61,415	39,406
25.4 - Operation and maintenance of facilities	765	719	586
25.6 - Medical care	6	10	2
25.7 - Operation and maintenance of equip	148	213	162
26.0 - Supplies and materials	1,329	1,074	1,435
31.0 - Equipment	912	1,000	3,952
32.0 - Land and structures	572	98	583
Total Non-Personnel	115,832	91,030	72,052
Total Budgetary Resources	\$191,615	\$199,768	\$174,553
Budget Activities:			
Do Not Pay Business Center	5,958	10,061	10,693
Government Agency Investment Services	17,772	17,777	15,868
Retail Securities Services	125,444	135,216	116,706
Summary Debt Accounting	21,799	10,157	5,485
Wholesale Securities Services	20,642	26,557	25,801
Total Budgetary Resources	\$191,615	\$199,768	\$174,553
FTE	819	844	735

This table includes all available resources, including annual and available multi-year appropriations, reimbursable resources, offsetting collections and user fees.

Table 4.4 – Operating Levels Table (FMS)

Dollars in Thousands

Financial Management Service	FY 2012	FY 2013	FY 2014
Object Classification	Actual	Annualized CR Rate	Request
11.1 - Full-time permanent	144,003	158,996	162,254
11.3 - Other than full-time permanent	2,265	2,222	2,220
11.5 - Other personnel compensation	211	5,207	5,210
11.8 - Special personal services payments	0	3,604	3,603
11.9 - Personnel Compensation (Total)	146,479	170,029	173,287
12.0 - Personnel benefits	40,272	41,175	41,236
13.0 - Benefits for former personnel	2,001	378	825
Total Personnel and Compensation Benefits	\$188,752	\$211,582	\$215,348
21.0 - Travel and transportation of persons	2,603	3,137	2,918
22.0 - Transportation of things	170	381	381
23.1 - Rental payments to GSA	22,704	23,701	26,168
23.2 - Rental payments to others	1,177	1,087	1,088
23.3 - Communication, utilities, and misc charges	63,352	63,670	46,618
24.0 - Printing and reproduction	467	970	970
25.1 - Advisory and assistance services	9,854	12,192	15,192
25.2 - Other services	48,046	14,729	18,777
25.3 - Other purchases of goods & serv frm Govt accounts	86,685	59,959	49,253
25.4 - Operation and maintenance of facilities	1,524	653	654
25.7 - Operation and maintenance of equip	8,828	27,424	27,141
26.0 - Supplies and materials	4,936	7,130	6,133
31.0 - Equipment	4,988	11,576	12,388
32.0 - Land and structures	4,243	5,378	6,778
42.0 - Insurance claims and indemnities	2	50	50
Total Non-Personnel	259,579	232,037	214,509
Total Budgetary Resources	\$448,331	\$443,619	\$429,857
Budget Activities:			
Collections	23,267	21,407	21,645
Debt Collection	87,078	118,616	136,505
Government-wide Accounting and Reporting	76,553	67,856	68,574
Payments	261,433	235,740	203,133
Total Budgetary Resources	\$448,331	\$443,619	\$429,857
FTE	1,553	1,729	1,655

This table includes all available resources, including annual and available multi-year appropriations, reimbursable resources, offsetting collections and user fees.